



## DEPARTMENT OF THE ARMY

HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND  
FORT MONROE, VIRGINIA 23651-5000

REPLY TO  
ATTENTION OF

JAN 11 1999

ATCD-ZA

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Development of Warfighting Concepts of Operation

1. References:

a. Army Division XXI Organizational and Operational (O&O) Concept Plan, released 12 October 98 (Commercial Quality Booklet).

b. CORPS XXI Organizational and Operational (O&O) Concept Plan, Revised Final Draft, dated 20 October 98.

c. Strike Force XXI Organizational and Operational (O&O) Concept Plan, Initial Draft, dated 27 October 98.

d. TRADOC Pamphlet (TP) 71-9, Requirements Determination, dated 1 August 98.

2. Effective upon receipt, cease all efforts on enabling concepts based solely on the 1994 version of TRADOC Pam 525-5, Force XXI Operations. This version does not reflect lessons learned from recent AWEs and future azimuth set forth in the Army Experimentation Campaign Plan. Any concepts derived from this outdated version, therefore, will not provide a viable basis to transform the AOE Army into Army XXI. Draft of new version will be available in early 1999.

3. Warfighting concept candidates that have not reached final draft will be returned to the proponent with the recommendation to hold, revise or cancel. Those TP 525-series candidates which have reached final draft will be reviewed on a case-by-case basis by HQ TRADOC. Important to the review is their viability as enabling concepts supporting the draft capstone warfighting concept and reference 1a thru 1c. A concept format guide from TP 71-9 is attached as an enclosure. The places for emerging Army XXI (O&Os) capabilities are shown in bold.

4. Enabling concepts must be developed based on principles in the new version. The 1999 Capstone Warfighting Concept of Operations is linked thru enabling 525-series warfighting concepts to the Organizational & Operational Plans in materiel requirement documents (Mission Needs Statement (MNS) and Operational Requirements Document (ORD)). While O&O Plans

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found in MNS and ORDs are system specific they are still linked via the internal functional concept thru enabling 525-series to the Capstone 525-5 concept. Force XXI O&O Concept Plans (ref a thru c) link the lessons learned/azimuth set to 1999's Capstone Concept. Reference d does not identify branch and/or functional concepts as 525-series warfighting concepts. Enduring branch and/or functional capabilities will be in the 1999 Capstone Concept and are among the future warfighting concepts to be developed.

5. Products and activities of the Requirements Determination Process (ref d) include ICT activities, Future Operational Capabilities and Requirement Documentation resulting from DTLOMS reports. Such activities/products currently being worked will also be viewed by how they support the fundamental AXXI conceptual direction and areas of emphases. All requirements determination activities and/or products will be reviewed by HQ TRADOC and treated in the same fashion as concept candidates.

6. POC for this action is Ms. Barbara Reddy, DSN 680-2213, Com (757) 727-2213, email [reddyb@monroe.army.mil](mailto:reddyb@monroe.army.mil)

FOR THE COMMANDER:



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## WARFIGHTING CONCEPT OF OPERATIONS OUTLINE

FORWARD – One double spaced page

### TABLE OF CONTENTS

#### CHAPTER 1 – Introduction

- Para 1-1. Purpose. Very general terms.
- Para 1-2. References. If 10 or more use appendix.
- Para 1-3. Explanation of abbreviations and terms. If 10 or more use appendix.

#### CHAPTER 2 – Overview

- Para 2-1. **Why is this concept needed/value added/contribution to achieving AXXI objectives.**
- Para 2-2. Threat.
- Para 2-3. Capstone warfighting concept. Describe how this supports the AXXI capabilities.
- Para 2-4. Joint concepts. Describe how this supports any joint concepts/visions (JV 2010).
- Para 2-5. Other warfighting concepts. Describe how supports or relates to other concepts.
- Para 2-6. Limitation. Facts or situations that would limit applying the concept.

#### CHAPTER 3 – Concept

- Para 3-1. General summary. Outlines the main ideas, explains how operations are performed and how it relates to the capstone and other concepts of operations.
- Para 3-2. **Detailed description. Clearly and concisely describe operational concepts within the context of AXXI and JV 2010. Show “how to deploy, employ and/or sustain” the elements envisioned by the proponent. Operational and tactical structure for operations, essential O&O interrelationships, and C2 arrangements.**
- Para 3-3. Enduring battlefield functions supported. strike, maneuver, protect, sustain, etc.
- Para 3-4. FOCs. What are the interrelated FOCs whose principle objectives are needed to implement this concept? Not just FOCs written by proponent, any FOC whose capability and objectives support the concept desired capabilities.

#### CHAPTER 4. – Implications – Evaluate/assess how this capability affects each DTLOMS area.

- Para 4-1. Doctrine.
- Para 4-2. Training.
- Para 4-3. Leader Development.
- Para 4-4. Organizations.
- Para 4-5. Materiel.
- Para 4-6. Soldier Support.

#### APPENDICES.

- a. References.
- b. Glossary.
- c. Coordination Annex (final draft only)
- d. FOC Annex (final draft only)
- e. Other appendices, as necessary.

EXECUTIVE SUMMARY – Separate enclosure and less than two pages.

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